

MIDCAREER COURSE NO. 36

22 April - 1 June 1973

COURSE REPORT

Similar to Midcareer Course 35, Course 36 started under one DCI and concluded six weeks later with a new DCI-designate. The continuing uncertainties about developments at Headquarters, particularly during the first three weeks, resulted in a subsurface anxiety and caused the students to be tenser than usual as they strained to learn everything possible from each speaker. This anxiety and extra effort took its toll and the students became noticeably tired earlier each week than usual. By the fourth week of the Course a flu-type bug had hit about half the class and on any one day one or two students might be absent from illness and those remaining enervated. Through all of this, however, and even with a higher-than-normal rate of speaker substitutions, the class maintained a good humor and high degree of inquisitiveness. The students put a lot of effort into it and most felt they got a lot out of it. (See Attachment A for some representative "Overall Comments," both favorable and unfavorable, from the students. All "Overall Comments" are on file and available.)

Statistics

The class was composed of 29 students -- 27 males, two females, no blacks; one male had to withdraw for personal reasons just before opening day. There were 10 from the DDO, 8 from the DDM&S, 7 from the DDI, 3 from the DDS&T, and one from the DCI area. (These figures are based on the organization as of the start of the course, prior to the shifts of TSD, NPIC, OJCS, etc.) Their average grade was 12.9, with six 12's and four 14's; this is the first class which has averaged under GS-13. The average age was 38.5 years, up slightly from the previous class, with a range of 30 to 49 years. The average time on board was 12.3 years, up a fraction from the last three classes, but with a wide range of 4 to 25 years. The students were addressed by 41 speakers in Phase II and 32 in Phase III. Only two students, an unusually low number, had already had the Managerial Grid.

ADMINISTRATIVE - INTERNAL USE ONLY

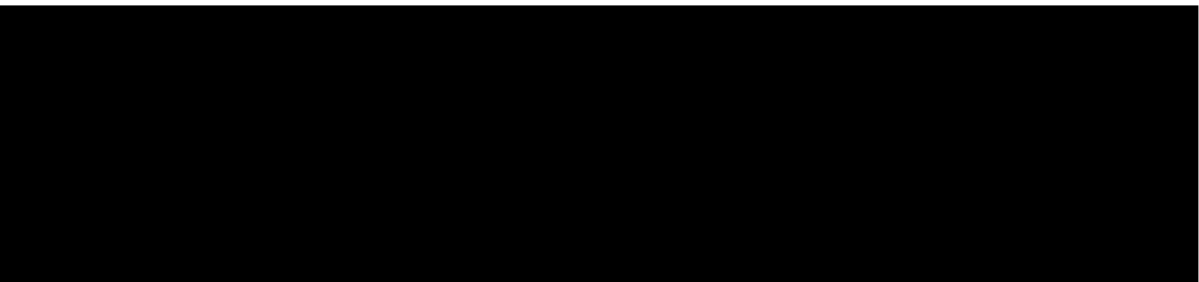
New Features

For the first time we had a speaker from BNDD and speakers on terrorism and the OMB. The students commented favorably on these, particularly the session on terrorism, which was accompanied by a film on the IRA. To add a little variety to Phase II and get away from the "continually-being-lectured-at" feeling at [REDACTED] we divided the class into two groups for the DCS and [REDACTED] sessions and each speaker spent an hour with each group. Both the speakers and the students commented favorably on this approach and we may use it more often in future courses. The speaker in this case has to brief twice, but in a less formal atmosphere. The first part of the field trip to observe the launch of the Skylab II astronauts was scrubbed due to the launch delay. The rest of the trip -- to SAC Headquarters at Omaha and Grand Forks, North Dakota -- went very well.

STATINTL
STATSPEC

Continuing our efforts to find the optimum presentation on Information Science for Midcareerists, the students were given, along with two lectures, a choice of visiting two of four computer areas: the SIPS terminal room, the OJCS remote terminal room, the CRS data processing equipment, or a combination of OBGI's mapping computer and OSR's Quiktrak system. Phase III also included an evening session with the new DDO-designate, the speaker on OMB, a three-hour session with General Allen and three members of his IC Staff, and an hour and a half with Mr. Colby on the next to last day.

New Speakers



New external speakers included John Warner of BNDD; John Hart from Treasury; [REDACTED] on "Terrorism in World Affairs;" Mrs. Jeanne Davis of the NSC Staff; General Allen, General Graham, [REDACTED] of the IC Staff; and David Mark from INR.

STATINTL

Class comments on these speakers are included in Attachment B.

Phase I - The Managerial Grid

Of the 26 commenting on the Grid, 18 rated it 7, 8 or 9 on the high end of a nine-point scale and five rated it 6 "somewhat applicable." Seventeen who took the Grid commented on it in their overall course comments five weeks later. Most of the students praised the Grid for the insights gained and its utility as an "ice-breaker" for the rest of the Course. Comments such as "For me the Managerial Grid was the most valuable part," "The managerial grid training was probably the most valuable phase as far as carry-over is concerned," and "the Grid sets the stage for the class interplay that is so important during the MCC" are typical of student reactions expressed in overall written comments on the course. Only one student felt that the Grid was outdated.

Phase II - The Agency

The students generally complimented the speakers representing the various offices, although some criticized selected speakers for living in the past and not talking about the present or future (recognized as a difficult task at this time). About 25% of the speakers were substitutes of varying caliber. Among the star speakers of Phase II were [REDACTED] Tom Yale, and Don Steininger. Several students complimented most of the DDS&T presentations, but the class generally believed that having five speakers from that Directorate on one day represented overkill. Dr. Steininger and Bob Wattles spoke in place of Carl Duckett and Harold Brownman. Ed Proctor spoke at an evening session [REDACTED] on the day of the announcement of Mr. Colby's selection as DCI. He brought with him copious notes from that morning's staff meeting and spent more than four hours with the class. [REDACTED] spoke to the class [REDACTED] and gave some insights into the new directions of the DO. We received more criticism than usual this time on the "frenetic" pace of the schedule and lack of free time to regroup physically and mentally.

STATINTL

STATINTL

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

Phase III - Intelligence Community and World Affairs

Phase III opened with most of a day devoted to information science. [REDACTED] presented an overview of the various uses of computers in each Directorate. The students then visited one of four computer areas for an hour and a quarter. [REDACTED] followed with some of the realities of computer technology and several of the methodologies used. This was followed by visits to other computer areas and a wrap-up question and answer session with [REDACTED] and [REDACTED]. The class seemed to appreciate the exposure to the computer equipment, despite the fact that most of it didn't work during the demonstrations. (Contrast led the class to comment: "All of CRS's equipment actually worked for the demonstrations.")

Highlights of Phase III included [REDACTED] with a film on the Irish Republican Army and a discussion of terrorism in world affairs; [REDACTED], and Bruce Clarke's presentation on strategic capabilities prior to the field trip. The poorest received speakers were those on the NSC Staff (Mrs. Jeanne Davis), DIA [REDACTED], ONE [REDACTED], and Treasury (John Hart).

The field trip was limited to Omaha and Grand Forks due to the postponement of the Skylab II launch. Some of the students criticized the briefers at Omaha for failing to give candid answers to questions, but most of the class agreed that it was valuable to be exposed to what one student characterized as the "Dr. Strangelove" atmosphere. The visit to Grand Forks covered a Minuteman control site and silo, the ABM radars, an F-106 fighter-interceptor squadron, and a B-52 bomber wing. The hospitality of the troops in the field was warm and friendly.

Other "local" tours included visits to Commo facilities at [REDACTED] IAS analysts [REDACTED] NSA facilities at Fort Meade, and OTS (TSD) facilities [REDACTED]. All were well conducted by our hosts and generally well received by the students, both for their intrinsic value and for a relief from the briefing format.

[REDACTED] STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

MIDCAREER COURSE NO. 36

Directorate _____

Overall Comments

You have had an opportunity to comment on each block of instruction during the Review Sessions. Now we would appreciate your reactions to the Course as a whole, or to any aspect of the Course including student selection and criteria, format and administration, objectives, speakers, topics, etc. As a reminder, we repeat the thoughts from the Foreword in the schedule: "The Midcareer Course is designed to enable promising officers to widen their understanding of current developments and problems in the Agency and the Intelligence Community, and of the Government's involvement in international affairs, as well as to introduce them to some management concepts. The topics covered through lectures, seminars, group discussions and field trips are: (1) Effective managerial behavior as derived through study of the Managerial Grid. (2) The functions, relationships and problems of a wide variety of Agency components; and (3) The Intelligence Community, Information Science, and major developments and trends in World Affairs impinging on intelligence."

This course has certainly met the objective as stated above. It was especially appropriate to be studying the Agency at this time in its history - in view of the current upheaval caused by a major re-organization and in some ways, reduction.

I believe it is especially appropriate to include the Management Grid portion at the beginning of the Midcareer Course (or very close to the beginning). This is because, management is, and always will be, a major problem for an Agency of this kind and Midcareerists should start the course with a good understanding of management and styles, choices and methods. (The evaluation of team members, by other team members was especially useful and helpful.)

As always, as much was gained from student inter-action and cross-fertilization - as from the formal presentations.

STATINTL In addition, the basic format of the course, with plenty of time for informal questioning, was well worthwhile. (I would suggest, however, that one or two evenings a week should be free time - [REDACTED] because by the end of the week, or before, the students were so run down and tired that something may well have been lost during the latter portion of the week.)

The trips to SAC and Grand Forks was very worthwhile for seeing the purpose, use, and need of part of our intel end product, to see real live people on the job (strategic defense) and then to gain perspective of this entire process.

Throughout the Course, most of the speakers were good, objective and honest. The overall selection of student representation was good. The Course was well run and very worthwhile for the student, the speakers, the Agency. The fact that a number of high level personnel of the Agency took time off to visit and speak to our class was especially rewarding. The Director (designate) meeting with us was appreciated by all.

.....

As an overall evaluation, the course accomplished most of the objectives stated above in an admirable fashion with the exception of "introduction to management concepts" (see comments below). I'm glad to have taken it and -- hopefully -- will now be a more effective career officer as a result of it. This class was probably particularly fortunate in being in the course at a time when the Agency's direction and objectives are in an extreme state of flux. I believe we all entered the course with the same apprehension most Agency employees had about the "new management." I believe we've completed the course now with a definite feeling of enthusiasm for the "new era" which presumably is at hand for the Agency, this as a result of having heard first hand from the new management (only Dr. S excepted) what it's all about. In other words, the course had an extremely salutary effect in a time of troubles. I believe the class's only apprehension now is that, with Dr. S leaving, the reforms will not be carried out as vigorously as he presumably planned. (Please note that most of the questions put to Mr. Colby implicitly asked this very question.)

I have two specific criticisms, both concerning omissions:

1. There was no attempt made in the schedule to show specifically how the various directorates can work together on an intelligence problem. The only example of this came from [REDACTED] [REDACTED], who was a substitute speaker for EA Division. He did present an example of how DDO, DDS&T and DDI had cooperated on [REDACTED]. Since the course is supposed to demonstrate in Phase II how the Agency all fits together and interrelates, more examples of inter-directorate projects might be useful.

2. Since Mr. Nixon has declared this to be the "Year of Europe," it might be useful to have a speaker from EUR Division. A good choice would be [REDACTED]

Concerning individual speakers, I thought that John Maury and Bruce Clarke came across the best. Both are consummate showmen and are extremely effective at presenting their topics, which are important ones for the course. As candidates for worst speaker, I would say that it was a three-way tie between John Hart (pompous, negative and did not give even an inkling of why Treasury is included in the Intel Community), Ms. Davis (she probably has given this same canned lecture to women's clubs all over northern Virginia; it certainly did nothing to enlighten us on the relationship of the NSC to CIA) and SAC Headquarters! (Nonetheless, do not repeat not leave SAC off of the MCC itinerary as it is essential, I think, that we see Dr. Strangelove at work in order to realize that it can happen here!)

The two panel presentations, the one by OMS and the one by the IC Staff, were very effective. Perhaps you should consider doing it this way more often rather than having so many individual speakers. Among other things, it tends to bury the weak or ineffective speaker in the crowd.

The sole "failure" of the course was in the area of introducing the mid-career officer to management concepts. My argument with B&M's Management Grid is spelled out in detail in my critique of the first week of the course which [REDACTED] has. In addition to my argument with the grid itself (it has been outdated for several years by more modern, scientific methods), I do not believe that such management training belongs in the mid-career course. It is simply too big a topic which should be taught separately and in some depth; in giving just a weeks worth of such training one risks the danger of a little learning's being a dangerous thing. The week could probably be used more profitably on other things. For instance, five night sessions a week during phases I & II were a bit wearing. Things could be stretched out a bit and the class could have one evening a

STATINTL

[REDACTED]

In the context of introduction to management, incidently, I did not feel that what OPPB had to say to us came across very well. The speakers on the topic [REDACTED] did not seem to have a very clear idea themselves of what they were lecturing about and ended up simply confusing the class.

STATINTL

STATINTL

Finally, the course gave us "mid-careerists" a fairly close look at some of our more senior management. This was especially useful at this time in the Agency's history because most of them appeared to be dealing calmly and intelligently with the present crisis in management that we are going through. The exposure to them in this context rather tended to enhance our faith in the Agency and to stick it out (rather than going for that second career which one of the speakers recommended as the wave of the future!). Tell Mr. Rodriguez please not to do away with the course or to change it too much. It's not bad the way it is.

.....

As a whole the Midcareer Course renewed my conviction that this is not only the Agency in government where I want to work but also it's government where I want to work. Seeing and hearing about the different and vital work that goes on is not only interesting but very reassuring. After six weeks I feel much more secure in our relations with other countries of the world. It is too bad that the bulk of the outside world could not have seen what we have seen, so that they may feel more secure with their knowledge. I really have a feeling of being in the know.

I enjoyed the Management Grid very much and can hardly wait to try some of it's concepts out on my boss and fellow subordinates. I learned how leadership starts and can change, how the team generally produces the best product, how to utilize each member to his fullest, and most of all how I stood as a team member. A very rewarding experience.

Phase II of the course was also very informative as well as rewarding. It was very gratifying to have the Office head come to speak to us as you knew then that you have the true views of where that particular office is headed. The speakers generally were very candid which was appreciated by all. We learned what each office was responsible for and some of the problems he had in carrying out his job. I particularly enjoyed the Individual Student Presentations as it gave you a nuts-and-bolts look at the office from someone that you knew. I also enjoyed the informal atmosphere and frankness at [REDACTED]. I also learned to appreciate short direct answers to questions and will try to remember that as I go up through the ranks.

Phase III, I found most of it very informative. I enjoyed the trip to the mid-west and generally got a lot out of it. Some of the lectures from other members of the Intelligence Community in the last weeks of the course, however, were not (to me) very informative or rewarding. I don't know how to improve this part of the course except maybe to try to get those Department speakers to focus on how they contribute to the intelligence product.

The course was very well organized especially considering the internal shake-up and Watergate. There was never a lull in the entire six-week schedule. John and his crew have done a fine job and we thank them. I'm ready for another thirteen years!!!!

.....

On the whole the Course was very informative and met the established goals as well as can be done with any "survey" type of course presentation. The Course was most on the mark - and most valuable - when points of controversy were at issue and some attempts were made either to resolve such controversy or else put it into some perspective. For instance - the ABM program was one of the highlights and probably provoked more pro and con discussion as did anything in the course. The subject of "Economic Intelligence" was also controversial and got more than its share of arguments and discussion during the

course. I think this all points up the fact that the value of the course is directly proportional to the degree of participation of class members, and certainly it was the vinegar that increased that participation rather than subject matters of sugary content. The only fault with the course structure is the critique activity. Rather than a critique per se of the speakers, we usually found ourselves reviewing the content of the presentation down to the most minute points - and it was time that could have better been spent with more substantive matters. If at all practical I would suggest a short period (10-15 minutes) be set aside after each presentation (or group of similar presentations) for the class to express pros and cons while the material is still fresh. The speaker to be absent during discussion of course. This would also provide points of discussion that could be taken up with other speaker to be absent during discussion of course. This would also provide points of discussion that could be taken up with other speakers. Would also recommend that more non-government speakers and subjects be included in the course. Often one can't see the forest for the trees when presenting material that one works with day after day and the presentations reflected a rigidity of ideas at times that portrayed only one side of an issue. To combat this I would like to see more of the academic side of our problem areas. Personally the "Terrorism" presentation was one that hit home, both professionally and personally. Many of the other issues (economy, energy-gap, social, political changes in Sino-Soviet areas etc.) would have been enhanced by presenting the academic as well as government views. In general the Course met the description given of it at the beginning - exciting, boring, controversial, frustrating, tiring, worthwhile, etc. Would urge that the Managerial Grid be retained as a lead in to the MCC. The two complement each other well and the Grid sets the stage for the class interplay that is so important during the MCC. Roses to John and Wes for their patience.

.....

The Midcareer Course did an admirable attempt to meet its objectives, and cannot be faulted that the course was held during a period of turmoil in the Agency. Thus, some of the speakers were unable to provide an outlook as to the future which would be of benefit to the class.

My principal complaint is that much of the course, particularly the first three weeks, were so heavily scheduled that little time was free. To me the greatest benefit of the course is in getting to know other members of the class and gaining insights into their functions and problems. The method of scheduling left very little time for this and also led to fatigue and sickness which were detrimental to the course objectives.

Starting the course with the Managerial Grid provided a valuable insight into management styles and results and also formed closer relationships within the teams which lasted throughout the course.

Within the period of time allotted, the course provided a well balanced review of the missions and functions of all of the Directorates although, of course, not all Staffs and Offices could be covered in depth. On the whole the speakers were direct and open in their remarks and tried to give their views of the future directions to the best of their ability. Some, of course, were caught up in the problems of reorganization and were unable to answer questions in any detail.

The course coverage of the other organizations in the intelligence community and the course trip were less beneficial to me since I deal closely with some of them. On the whole, the speakers were less candid than those of the Agency, but this might be a reflection that they had what they thought was a hostile audience.

The most valuable portion of the course was the student presentations, both individually and as teams. These provided information as to how the Agency works in "real life" as compared to T/O's and mission and function charts. While the evening informal sessions with the guest speakers were of interest, I suggest that some be dropped for more student interaction. For example, the students from each directorate could have an evening session in which they present their views on the organization, working relationships, and results (triumphs and failures) in a more integrated manner than the individual presentations.

.....

Having come to Midcareer from a component somewhat isolated from normal activities of the Agency, the course was most enlightening and beneficial in understanding the true nature of the larger organization. To this end - exposing the Agency to mid-careerist - the course was generally successful. The greatest fault in this aspect of the course was that most speakers assumed too much in reference to the students' understanding of the speaker's component -- that is, where it fits into the whole picture in reference to the Agency's structure, and in the intelligence production process. Perhaps some pre-reading or a one or two hour overview of the Agency with short, general explanation of each component's main

ADMINISTRATIVE - INTERNAL USE ONLY

session would be useful - this was done by at least one DD (DDS&T) which was helpful.

This course has reassured my feeling as to the competence of our organization. It is unfortunate that more agency employees and even outsiders cannot get the insights and understanding of our mission, purpose and effectiveness. The course has also highlighted some deficiencies in the Agency, some inherent, which hopefully we as midcareerists can help overcome -- especially in terms of communication, management techniques, new sources etc. Perhaps most important to the effectiveness of the course is the continual exposure to fellow students and the "cross-fertilization" process of information exchange they can give.

In further reference as to how the course might be made more effective -- perhaps some block of instruction could be considered explaining "how it all comes together." That is how in some simplified examples, or cross-structure analysis of the Agency, of how the collection, exploitation, operation and analysis is fit together - how the raw information is moved and manipulated or massaged to form a final position or estimate. (This, I realize would take some time to develop and perhaps it would be difficult to find some one component or person to present it. However, it would be useful especially near the end of Phase II.)

Useful - yet least effective part of the course - is the team review. The general technique is quite useful but the actual application was disappointing. More emphasis at the outset of the course as to how best to use this to stimulate discussion and analyses of presentations would be good.

The unusual turn of events affecting the Agency concurrent with this course has been particularly interesting in regards to their effects and stimulation on speakers. This has made #36 particularly exciting. The candor and honesty (in most cases) of developing these issues by speakers and course chairman is appreciated. Speaker/ topics of particular interest include - Terrorism, most of the DDS&T block, OSR (Bruce Clarke), IAS. Least effective was the NSA tour - although still recognized as essential to the course.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

For future Midcareerists hopefully later courses will be as interesting, well organized and professionally conducted as #36.

.....

The usefulness of the course was limited by the fact that it took place at a time when the agency was in a state of great flux. As a result there was an almost obsessive preoccupation with RIFs, reorganization and Watergate during much of the course. Nevertheless the six weeks, on balance, were profitable.

There are a number of suggestions I have for improving the course:

1. More speakers from outside the government should be invited. It might be useful e.g. to invite professors and journalists. Panel discussions by these individuals, who should include both those who are boosters of this agency as well as those who are critical of it (e.g. a panel might include people like [REDACTED] Morgenthau, Tom Wicker, I. F. Stone, Joseph Alsop, William White etc.) would be stimulating. In general, there should be greater use of panel discussions in instances where contentious issues are involved.

STATINTL

2. Better use should be made of the expertise represented in the class rather than rigidly insisting on individual student presentations. In this class, for example, there were a number of students involved in photo interpretation (either as producers or users). A panel discussion by these people may well have been more useful than individual presentations. Likewise, this may have also been true for the four students with extensive experience in the Latin American areas.

3. Better use could be made of field trips by not confining them to canned military briefings and a military hardware peepshow. For example, it might be useful to visit the USUN mission and academic think-tanks like the Rand Corporation and the Hudson Institute.

4. The visit to NSA was of marginal utility. The day would have been far better spent on the hill. My guess is that it would have been very valuable for the class to be briefed by Congressmen (and/or their aides) who are involved with intelligence or foreign policy matters (e.g. Pat Holt or Carl Marcy of the Senate Foreign Relations Committee Staff.)

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

5. A visit to DIA may also have proved more valuable than the day spent in NSA. Before visiting either agency it would have been informative to receive a briefing by a CIA official in a position to candidly spell out this agency's relations with DIA or NSA. Many of us were in the dark when NSA speakers touched on inter-agency conflicts.

6. A discussion with the entire Board of National Estimates plus some ONE Staff chiefs might have been a valuable addition to the course.

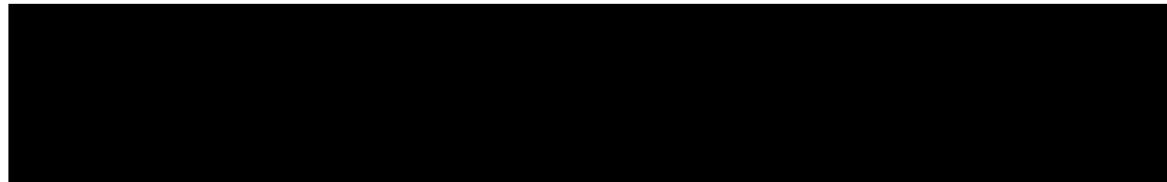
MIDCAREER COURSE NO. 36

New External Speakers

David Mark

Deputy Director, Bureau of Intelligence
and Research, Department of State

Mr. Mark cited attitude of some FSO's that the intelligence business was "not quite decent" and should be kept at arms length. Nevertheless, State is in intelligence business - collection, analysis. In fact, intelligence is its "lifeblood."



Compared to the rest of the community, INR is very small (\$8 million budget, 330 people); and is apparently defensive within State and within the Community, about its role.

Functions:

1. Coordination with the Community on various matters, e.g., CIA cover arrangements; aerial reconnaissance; location of intel facilities abroad; 40-Committee papers; military attaches; defectors, etc.

2. Research (about 200 of 330 people). The rest of the Community is oriented towards collection and military subjects. INR, however is oriented towards production of non-military subjects.

Mr. Mark described INR's briefing procedures (now somewhat reduced) and daily current publications for "7th floor." INR serves as mechanism to get Community's product to State Department policy-makers on a timely basis.

Mr. Mark addressed the question of possible bias as part of in-house intelligence shops, like INR. He claimed that INR's objectivity seems to be appreciated within the Community, and

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

asserted that State has no policy bias, as exists in DOD (DIA), because of links between intelligence conclusions and military programs and budgets.

Participation in community affairs (e.g. USIB Committees). INR, being field - and operationally oriented, brings another dimension to community analyses and estimates. (over 50% of INR analysts are FSO's on tour.)

On USIB Committees, INR represents State's special interests and concerns, e.g. Soviet political decision making, vice the usual Community concern for military matters.

Crises management is another area of special concern to State, which has been promoting increased allocation of Community resources to study of improvement of USG ability to prepare for and handle crises abroad. Such matters are discussed in IRAC (whenever it may meet!) and with PFIAB.

Conclusion: As a result, Community has been made more aware of Departments concerns, and INR has improved its visibility within the Department.

(Comment: Mr. Mark indicated that INR has an identity problem within the Department, citing a recent attempt to cut INR severely as a way of absorbing State's OMB-imposed personnel reduction. INR, from his remarks, seems to be a step-child.)

STATINTL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

General Lew Allen
Deputy to the DCI
for the IC

Gave a lucid description of the history, structure, and functions of the IC Staff. Briefly touched on structure and function of other intelligence advisory groups (IRAC and NSCIC). Cited three key problem areas IC must address itself to:

1. Ostensible failure of intelligence community to meet users needs.
2. Need to reduce national intelligence budget at a time when targets of national intelligence are changing.
3. Diminution of resources available for collection, with the necessity for increasing the resources available for analysis.

Comment: General Allen gave a cogent, concise briefing on the goals of the IC. Although freely acknowledging that IC's success at instituting effective changes within the intelligence community will depend on the use to which the DCI puts its recommendations, he appeared to give little credence to the prospect that the heavy representation of military intelligence on the IC staff will tend to impose a peculiar bias on the work of IC. Certainly, a staff which will rotate to its parent organization every two years or so may well be hamstrung by strong institutional loyalties.

General Daniel Graham

Chief, Production Review Group

A forceful presentation contrived to demonstrate the relative objectivity of the analytical efforts of military intelligence agencies, while deprecating the validity and utility of NIE's. The General buttressed his thesis at times, by citing data only marginally relevant to the issues being discussed. In certain instances he appeared to resort to obfuscation to avoid coming to grips with questions posed to him. For example, to support his contention that military intelligence analysis no longer need be suspected of being self-serving, he cited instances where CIA and DIA (or other service intelligence components) differed only marginally in their Order of Battle estimates and other instances where CIA calculation of Soviet missile strength exceeded that of some military estimates. Yet he failed to address the key question of how military intelligence agencies can claim to issue disinterested analysis of Soviet military capabilities when Pentagon budget requests are justified to congress largely on the basis of the magnitude of the Soviet threat. General Graham appeared to be asking us to make "a leap of faith" in order to embrace the notion that military agencies have undergone a metamorphosis that makes their strategic intelligence estimates more reliable and has reduced the need for independent judgement by civilian intelligence agencies.

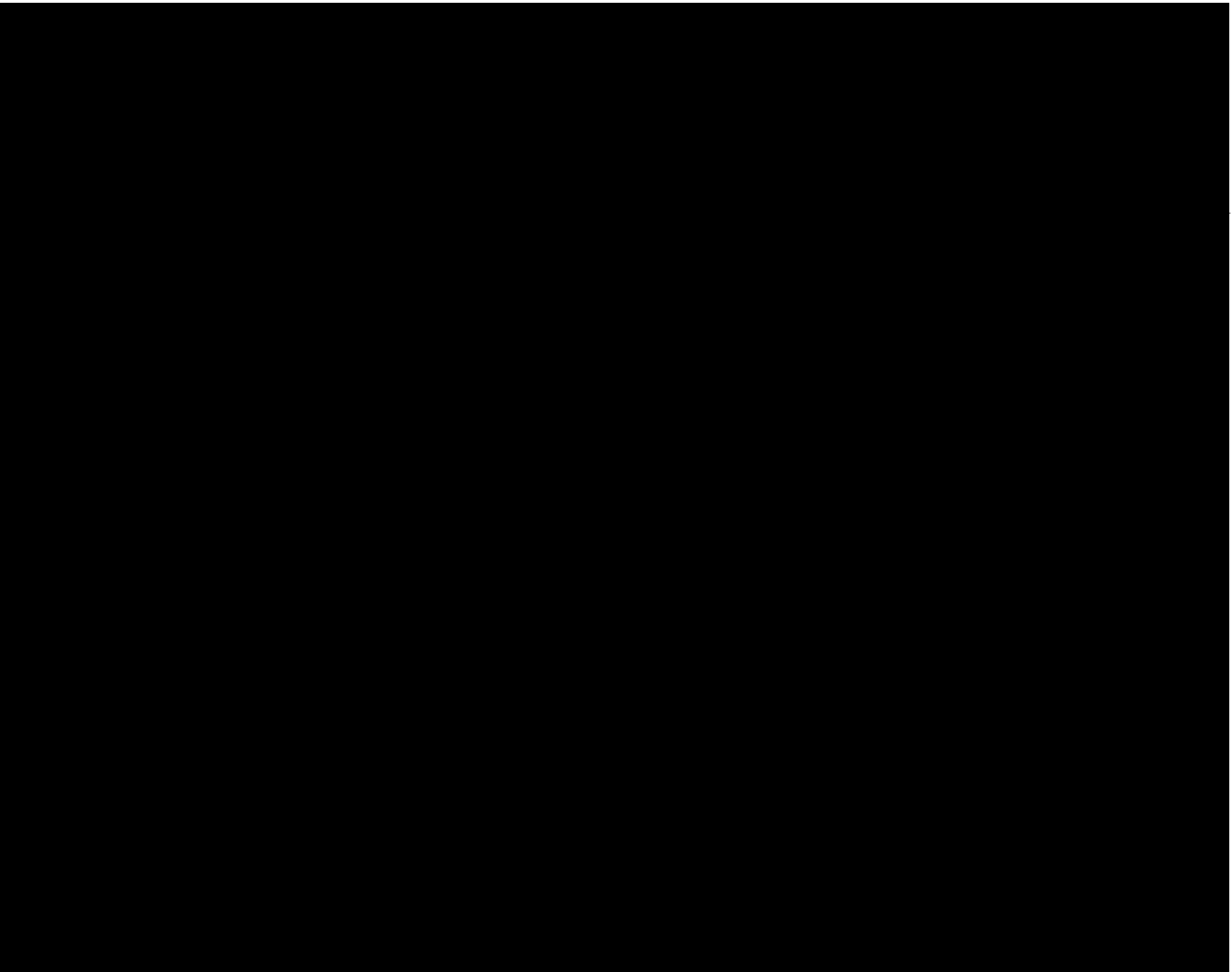
Although General Graham and General Allen both emphasized that finished intelligence was not meeting the needs of users, they shed little light on why this was so. When General Graham was told that an NSC staffer (Mrs. Jeanne Davis, NSC Staff Secretary) stated to the class that CIA publications and NIE's did a commendable job of meeting NSC needs and that if there were deficiencies the onus was on the NSC Staff for failing to provide adequate guidelines to intelligence producers, he alleged that this was a minority view on the NSC staff. Nevertheless, the General appeared unable to reply to the question of why intelligence production ostensibly was meeting users' requirements less completely today than was the case in the past.

In deprecating NIE's, General Graham offered a number of conventional criticisms: they bury dissenting views in favor of a

watered-down consensus, they deal with subjects that have a low priority to policy-makers, they take an "ivory-tower" approach. But he failed to specify the causes or remedies for these purported shortcomings.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0
ADMINISTRATIVE - INTERNAL USE ONLY

STATINTL



Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

James Taylor

Deputy Director for Planning,
Programming and Budgeting

OMB office consists of approximately 450 people and answers directly to the President. Designed to give some control over total of Government programs in relation to one another within limits of money available. Historically, in 1921 the Government shifted from budgeting accomplished directly between Federal departments and agencies and Congress to system of channeling all requests thru the President's office.

In case of CIA the budget process flows annually from country desks to area divisions (offices) to their directorate, which makes an overall review of programs in terms of objectives. Then each directorate submits it to OPPB, which shapes Agency's total request.

OMB examiner for clandestine collection and covert action then holds hearings, usually with OPPB people but occasionally calling in division chiefs, etc., as needed and with approval of the DCI.

20! Once OMB has agreed to the Agency's proposed budget the package is presented to the appropriate Congressional committees with OMB acting as the Agency's advocate, although Congress may also question the DCI and other designated Agency people about portions of the request. In sum, this manner of handling the budget thru OMB allows the President to establish his priorities and to submit them to Congress for approval of the necessary funds.

Comments from the class on Team Review:

Mr. Taylor's candor was commented upon, alluding to his comment that he -- as a member of OPPB -- felt that it is difficult for a staff type to attempt to second-guess a line manager on his programs.

The class also noted Mr. Taylor's observation that CIA had perhaps made a mistake in slavishly opting to follow the Civil Service personnel structure when we were not constrained to by statute. He blamed this on our military heritage.

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

The team's member from OL expanded on Mr. Taylor's remarks on the fiscal advantages of renting vs. buying property, pointing out that GSA pays our rentals while buying comes out of our own budget.

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

Mrs. Jeanne Davis

Staff Secretary, National Security Council

Mrs. Davis presented a brief historical outline of how each of our Presidents since 1947 used the NSC mechanism. Nixon especially has an executive style that requires an orderly yet flexible foreign policy staff advisory function. Mrs. Davis' main point here is that the NSC, an organization and contributor becomes a reflection of what the President wants it to be. In response to a later question, she also recognized that the present style of operation of NSC is also a reflection of style of Dr. Kissinger.

A second point stressed by the speaker is that there is no such thing as an NSC decision as such. The NSC exists so that the President is provided with all necessary facts and action alternatives with which to make foreign policy decisions and the NSC oversees the implementation of those Presidential decisions.

Not in the transcript
Mr. Davis briefly described the various high-level groups which make up the NSC structure. For some reason, she did not even mention the "40 Committee" until queried, and when queried would not even discuss the 40 and its operations.

The NSC Staff, headed by Dr. Kissinger consists of approximately 45 persons divided into a Secretariat, functional groups, and geographic units. An interesting point, made in response to a query, was that Dr. Kissinger in the apparent interest of security, carried out missions for the President with little or no staff support from his own people. Mrs. Davis assured us, however, that on such occasions, a limited number of key cabinet members were aware of the missions. A similar situation exists in respect to intelligence support by CIA (or the lack of it) when secrecy has shut it out.

The NSC is fairly pleased with the production of CIA, and if intelligence support is not at its best, she is inclined to blame NSC for not providing better guidelines.

John Warner

Assistant Director for Strategic Intelligence, BNDD

Mr. Warner opened his presentation with a statement about an acute shortage of heroin in the U.S. in the area east of the Mississippi to emphasize recent successes in the suppression of narcotics traffic. He followed this with a statement that he would not dwell on the history of BNDD, then proceeded to give us twenty minutes of history. However, this was not undesirable as he was from outside the Agency and the information was new to the audience. He mentioned that BNDD overseas assignments had jumped from 26 to 120 in two years, and this rapid growth has resulted in some problems. Consequently, BNDD was relying heavily on CIA to help get its officers operating properly in foreign environments. He expected that reliance on the Agency would diminish as BNDD officers became more sophisticated operationally.

In outlining BNDD operations he emphasized that the major objective of the BNDD is enforcement and the secondary objective is the gathering of intelligence in support of enforcement. He then made a distinction between operational and strategic intelligence as interpreted by BNDD. Operational intel is the gathering of case-making information and strategic intel is information upon which policy-making is based.

Warner then went into the operations of BNDD overseas, described various overseas offices and emphasized that operations vary widely from country to country, and finally he described the various BNDD regions and the process by which information is reported back to BNDD headquarters in Washington.

Overall, Warner was quite candid. He admitted that BNDD will continue to rely on the Agency for intelligence for the immediate future and that BNDD officers overseas needed far more training and area skills. He allowed that BNDD does not yet have an operational doctrine. One area that was not clarified was whether the positions of CIA and BNDD are in fact compatible and mutually agreed upon.

STATINTL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

ADMINISTRATIVE - INTERNAL USE ONLY

New Internal Speakers

STATINTL


Executive Director, NPIC

He presented a very "nuts and bolts" briefing on photographic intelligence. Although the impressive capabilities of the various satellite programs were explored in depth, too much attention was paid to charts and table of organization (COMIREX, salaries, etc.) and not enough to specific uses of the photography. Also, time ran out before much of a discussion on new systems of photography could evolve. Finally, a DDO comment was that they could use some types of photo intelligence, but were unaware of their existence or how to exploit them -- which could be a problem of proper requirements or education/training.

STATINTL

[REDACTED]
Deputy EEO

STATINTL

[REDACTED] presented detailed facts about the status of women and blacks in CIA, and we found that there are about half (in % terms) of each group in CIA compared to the government average and that their grade structure is lower. There are various programs underway to meet this, which is especially important in the D.C. area where 24% of the population is black. [REDACTED] has been on the job only two months and had some difficulty in handling questions due to this lack of background. In addition, class members observed that, although blacks have been passed through security and then trained by the agency, they often prefer to move to other jobs more oriented to domestic programs, which tends to defeat the EEO program.

STATINTL

STATINTL

[REDACTED]

. OTR, Information Science Staff

STATINTL

[REDACTED] and spoke on "A Common Sense View of Information Science." He defined Information Science as the procedure whereby one questions, searches/collects, analyzes, integrates the data, evaluates/interprets, and finally reports. Computers are used in nearly all steps, some of the new applications including modeling and simulation [REDACTED] used as an example), random number analysis (matrix algebra), game theory, regression analysis, queuing theory, and DELPHI, or perdicting the future.

STATINTL

STATINTL

[REDACTED]

STATINTL

[REDACTED] on 22 May: The time factor ruled out in-depth class comment in the review session as to [REDACTED] presentation. However, there apparently was a class consensus favorable to [REDACTED], because he seemed candid, identified with/related to the group's concerns, and generally made a good impression. On balance, it was a good session with him.

STATINTL

STATINTL

STATINTL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

Next 3 Page(s) In Document Exempt

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

MIDCAREER COURSE

NO. 36

OPENING DAY

USIB Conference Room

PHASE I

THE MANAGERIAL GRID



25X1A

PHASE II

THE AGENCY



25X1A

Opening Day 18 April 1973
Phase I 22 - 27 April 1973
Phase II 29 April - 11 May 1973

CL: 011208

CONFIDENTIAL

MIDCAREER COURSE

NO. 36

CHAIRMAN:		25X1A Room 933, Chamber of Commerce Extension 2452
CO-CHAIRMAN:		25X1A Room 933, Chamber of Commerce Extension 2452
TRAINING ASSISTANT:		25X1A Room 933, Chamber of Commerce Extension 2452

CONFIDENTIAL

CONFIDENTIAL

FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field, as well as to introduce them to some management concepts.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, and on major developments and trends in World Affairs impinging on intelligence.

CONFIDENTIAL

MIDCAREER COURSE OBJECTIVES



1. To inculcate pride in the professionalism of the Agency and its work.
2. To widen perspectives beyond one's own job and experience.
3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

CONFIDENTIAL

WEDNESDAY, 18 April 1973
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course


Chairman,
Midcareer Course
SIWA/OTR

25X1A


Co-Chairman,
Midcareer Course
SIWA/OTR

25X1A


Instructor,
Management
Training Faculty

25X1A

1500 Welcoming Address

Gen. Walters
~~James R. Schlesinger~~
Dep. Director of Central Intelligence

1530 ~~Special Clearance Briefings~~


~~Security Officer,~~
~~OTR~~

25X1A

CONFIDENTIAL

CONFIDENTIAL

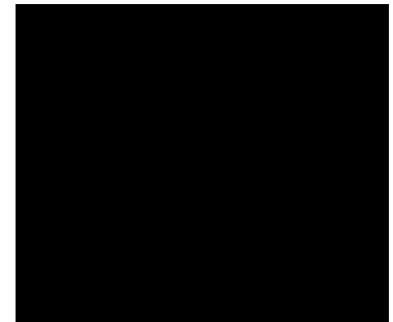
PHASE I
THE MANAGERIAL GRID

Sunday, 22 April 1973

25X1A 1730-1815 Arrival at [REDACTED]

25X1A 1830 Welcome to [REDACTED] and Security
Briefing (Please convene in
Classroom 11 -- CR-11)

1900 Grid Work

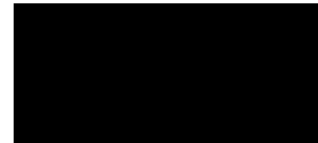


25X1A

Instructors,
Management
Training Faculty

Monday, 23 April through Thursday, 26 April 1973

0800-2200 Grid Activities (Finishing times
each evening depend on the
individual teams. A detailed
schedule for the week will be
posted in CR-11)



25X1A

Friday, 27 April 1973

0800-1200 Grid Work

1200 Lunch

1300-1430 Complete Grid Work

1430 Briefing for Phase II

1500 ETD for Drivers and Passengers

CONFIDENTIAL

25X1A

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300110001-0

CONFIDENTIAL

PHASE II
THE AGENCY

MONDAY, 30 April 1973

0800-0850 Convene in Classroom II (CR-II)
Course Administration

0900-0940 Reading

0945-1200 "The Agency and the Intelligence
Community -- Developments and
Problems"

Charles Briggs
Director of Planning,
Programming and
Budgeting

25X1A

Lunch ([REDACTED]
hours 1130-1245)

1300-1415 "The Agency's Relations with
Congress"

John Maury
Legislative Counsel

1430-1700 "Developments in Photographic
Intelligence" (Arena A)

Arthur Lundahl
Exec. Director, National
Photographic
Interpretation Center

25X1A

Dinner

25X1A

1900-2100 Evening Session - [REDACTED]

Charles Briggs
John Maury
Arthur Lundahl

25X1A

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 1 May 1973

0800-0930 Security Demonstration [REDACTED] 25X1A
(Arena A) Technical Division,
Office of Security

0945-1045 "Security Considerations in
Accomplishing the Agency's
Mission" (CR-11) Howard Osborn
Director of Security

1100-1200 ~~"The New Look in the Inspector
General's Staff"~~ *"The Realities of
EEO in the Agency"* [REDACTED] 25X1A
Inspector, Office of the
Inspector General
Dep. EEO
Lunch

25X1A

1300-1500 "The Agency's Medical Services" Dr. John Tietjen
[REDACTED] Director of Medical
Services

[REDACTED] 25X1A

1515-1700 "Personnel Management and
Problems" (CR-11) Harry Fisher
Director of Personnel

Dinner

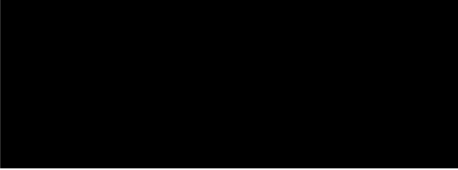
25X1A

1900-2100 Evening Session [REDACTED] 25X1A
Howard Osborn
[REDACTED]
Dr. John Tietjen
Harry Fisher 25X1A

CONFIDENTIAL

CONFIDENTIAL

WEDNESDAY, 2 May 1973

	0800-0830	Review Session Planning	Blue Team	
	0840-0940	Review Session	Blue Team	
	0945-1145	"Overview of the Directorate of Operations"	 ~~Assistant Deputy Director for Operations~~ <i>Chief, FI</i>	25X1A
		Lunch		
25X1A	1330-1500	"Field  Activities"	 Chief, Plans and Evaluation Group, <i>Panel Activities</i> ~~Covert Action Staff~~	25X1A
	1515-1700		Chief, <i>Division</i>	25X1A
		Dinner		
25X1A	1900-2100	Evening Session - 		

CONFIDENTIAL

CONFIDENTIAL

THURSDAY, 3 May 1973

0800-0940 Individual Student Presentations

25X1A

0945-1045 "Division D Operations"

1100-1200 "Counterintelligence Operations"

Lunch

1330-1400 Individual Student Presentation

25X1A

1415-1515

ISP
1530-1700 "Where It All Comes Together --
The Area ~~Division~~"

Dinner

25X1A

1930-2100 Evening Session -

CONFIDENTIAL

CONFIDENTIAL

FRIDAY, 4 May 1973

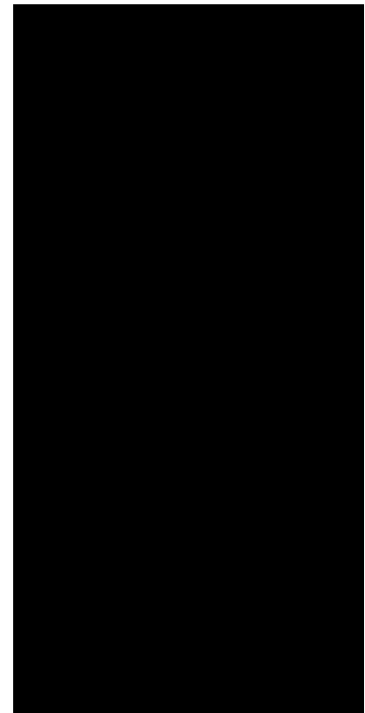
25X1A

00 *Informal Discussion*
0800-0945 ~~Individual Student Presentations~~
0945-1045 "Cover: Official and Nonofficial"

1100-1200 "PPB in the Agency Environment"

Lunch
00
1315-1515 Continuation of PPB
Discussion

1530 ETD



CONFIDENTIAL

CONFIDENTIAL

SUNDAY, 6 May 1973

25X1A

[REDACTED]

25X1A

1200-1930

Arrive at

[REDACTED]

25X1A

1630-1730

Dinner

1730

open

25X1A

⁰
1930-2130

Individual Student Presentations

2030-2130

"Overview of S+T in CIA"

Don Steininger
Associate Director for
S+T

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 7 May 1973

⁰⁹⁴⁰
0800-~~0830~~ Individual Student Presentation

~~0845-0930~~ "Overview of S&T in CIA"
(Arena A)

~~Carl Duckett~~
~~Deputy Director for~~
~~Science and Technology~~

⁰⁹⁵⁰⁻¹¹⁰⁰
~~0945-1045~~ "The Agency's Research and
Development Program"

~~Sayre Stevens~~
Dep. Director of Research
and Development
Advanced Technology

25X1A

¹¹¹⁵⁻¹²⁴⁰
~~1100-1230~~ "The Office of Special Projects"

~~Les Dirks~~
Director of *Development*
Special Projects
and Engineering

Lunch

1330-1430 "ELINT Activities"

~~John McMahon~~
Director of ~~ELINT~~,
Technical Collection

25X1A

1445-1545 "Scientific Intelligence" [REDACTED]

~~Donald Chamberlain~~
Dep. Director of
Scientific Intelligence

¹⁶⁴⁵
1600-~~1700~~ "Foreign Missile and
Space Analysis"

~~David Brandwein~~
Dep. Director of Foreign
Missile and Space
Analysis Center

25X1A

Dinner

25X1A

1900-2100 Evening Session - [REDACTED]

~~Carl Duckett~~
~~Sayre Stevens~~
~~Les Dirks~~
~~John McMahon~~
~~Donald Chamberlain~~
~~David Brandwein~~

25X1A

25X1A

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 8 May 1973

0800-0830	Review Session Planning	Green Team
0840-0940	Individual Student Presentations	
0945-1045	"Logistical Support of the Agency's Activities"	<u>John Blake</u> Director of Logistics
1100-1200	"Financial Operations in the Agency"	<u>Thomas Yale</u> Director of Finance
	Lunch	
1300-1330	Individual Student Presentation	
1330-1430	Review Session	Green Team
1445-1545	"Developments in CIA Training"	<u>Hugh Cunningham</u> Director of Training
1600-1700	"The Directorate of Management and Services"	<i>assistant</i> <u>Robert Watter</u> ~~Harold Brownman~~ Deputy Director for Management and Services
1730	Bus departs from	
	Dinner (Buffet at	
1915	Bus departs from	
1930-2130	Evening Session	<u>John Blake</u> <u>Thomas Yale</u> <u>Hugh Cunningham</u> <u>Harold Brownman</u>

25X1A

CONFIDENTIAL

WEDNESDAY, 9 May 1973

0800-0830	Review Session Planning	Orange Team
0835-1005	Individual Student Presentations	
1015-1115	<u>First Seminar Period:</u> Group I - "Role of the Domestic Contact Service" (CR-14A)	<u>James Murphy</u> Director, Domestic Contact Service

STATSPEC

1125-1225

Group II - DCS (CR-14B)

James Murphy

Lunch

1400-1430 Individual Student Presentation

1445-1530 Review Session

Orange Team

1545-1645 "Basic and Geographic Intelligence"

John Kerry King
Director of Basic
and Geographic
Intelligence

Dinner

25X1A 1900-2100

Evening Session - [REDACTED]

James Murphy

John Kerry King

25X1A

CONFIDENTIAL

CONFIDENTIAL

THURSDAY, 10 May 1973

	0800-0940	Individual Student Presentations		
	0945-1045	"The Agency's Responsibility in Strategic Research"	~~Bruce Clarke~~ <i>Dep.</i> Director of Strategic Research	25X1A
	1100-1200	"New Emphasis on Economic Intelligence"	<u>Maurice Ernst</u> Director of Economic Research	
	~~1300-1300~~	Lunch <i>ISP</i>		
	~~1300-1400~~ ~~1345-1445~~	"CIA's Current Intelligence Role"	<u>Richard Lehman</u> Director of Current Intelligence	
25X1A	~~1500-1700~~ ~~1415-1615~~	Panel Discussion - 	~~Bruce Clarke~~ <u>Maurice Ernst</u> <u>Richard Lehman</u>	25X1A
	~~1630-1700~~	~~Individual Student Presentation~~		
		Dinner		
25X1A	1900-2100	Evening Session - 	<u>Edward Proctor</u> Deputy Director for Intelligence	

CONFIDENTIAL

FRIDAY, 11 May 1973

0800-0830	Review Session Planning	Red Team
0840-0940	Individual Student Presentations	
0945-1045	"Where to Go for the Answers -- The Central Reference Service"	<u>Harry Eisenbeiss</u> Director, Central Reference Service
1100-1130	Individual Student Presentation	
1130-1200	Course Administration	
	Lunch	
1300-1400	Review Session	Red Team
1415-1515	"Developments in Data Processing"	<u>John Iams</u> Director, Office of Joint Computer Support
1530	ETD	

CONFIDENTIAL

MIDCAREER COURSE

NO. 36

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Monday, 14 May 1973
Headquarters, Room 1 A 07

Tuesday - Friday, 15 - 18 May 1973
Field Trip

Monday - Wednesday, 21 - 23 May 1973
[REDACTED]

25X1A [REDACTED]

Thursday and Friday, 24 - 25 May 1973
Tuesday - Friday, 29 May - 1 June 1973
Washington Area

PHASE III

14 May - 1 June 1973

CONFIDENTIAL

FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field, as well as to introduce them to some management concepts.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, and on major developments and trends in World Affairs impinging on intelligence.

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 14 May 1973
(Headquarters, Room 1 A 07)

0800-0900	"Computer Applications in CIA"		25X1A
		Chief, Information Processing Staff, OPPB	
0915-1030	Tours*		
1045-1145	"A Common Sense View of Information Science"		25X1A
		Information Science Faculty	
	Lunch		
1230-1300	Course Administration		
1300-1415	Tours*		
1430-1515	Questions and Answers		25X1A
1530-1700	"Soviet Strategic Capabilities"	<u>Bruce Clarke</u> Director of Strategic Research	

*Each student may sign up for two of the following four tours:

Support Information Processing System;
OJCS Remote Terminal Room;
CRS Data Processing Equipment;
OBGI Cartography Division/OSR Quiktrak

CONFIDENTIAL

Field Trip

TUESDAY, 15 May

0600 EDT	Convene at Headquarters (SW Entrance)
0615	Special Bus leaves HQ for Andrews AFB
0730-1030	Flight from Andrews AFB to Tico Airport, Titusville, Florida
1300	Scheduled Launch of Skylab II
1500 EDT*-1900 CDT**	Flight from Tico Airport to Offutt AFB, Omaha, Nebraska

WEDNESDAY, 16 May

0800-1500	Tour and Briefings, SAC Headquarters
1530-1700	Flight from Offutt AFB to Grand Forks AFB, Grand Forks, N. D.

THURSDAY, 17 May

0800-1600	Briefings and Tours: Base, Minuteman Launch Control Site, ABM radar sites, and Command and Control Site (Travel by helicopter and/or bus)
-----------	--

FRIDAY, 18 May

0800-1200	Briefings and Tour, SAC Bomber Wing
1300 CDT-1830 EDT	Flight from Grand Forks, AFB to Andrews AFB
1845-1930	Bus to Headquarters

* Departure time depends on time of Launch (Launch window is approximately four hours)

** Add one hour if stop at Atlanta is necessary

NOTE: If before we leave Andrews on 15 May, the Skylab II launch is postponed beyond 1700 hours 15 May, we will scrub the Cape Kennedy portion of the Field Trip and depart according to the following schedule for 15 May:

1300	Convene at Headquarters (SW Entrance)
1315	Bus leaves HQ for Andrews AFB
1400 EDT-1630 CDT	Flight from Andrews AFB to Offutt AFB, Omaha, Nebraska

NOTE WELL: The above schedule is subject to change and final times will be confirmed later

CONFIDENTIAL

MONDAY, 21 May 1973

25X1A

25X1A	0830-0915	Arrival at [REDACTED] and Room Assignments		
	0845-0915	Review Session Planning	25X1A	Blue Team
25X1A	0920	Welcome by Chief, [REDACTED] [REDACTED] (Administration Building, 2nd Floor Conference Room)	[REDACTED]	25X1A
	0950-1050	Review Session		Blue Team
	1100-1130	Individual Student Presentation		
		Lunch (Normally 1200-1300)		
	1315-1445	"The Federal Bureau of Investigation"	William Cregar Chief, Nationalities Intelligence Section, FBI	
	1500-1600	"Overview of Narcotics Law Enforcement Abroad"	John Warner Assistant Director for Strategic Intelligence, BNDD	
	1600-1700	"The Agency's Role in: Narcotics Control"	[REDACTED] Chief, NARCOG	25X1A
		Dinner (Normally 1730-1815)		
	1900-2100	Evening Session (A-3 Day Room)	John Warner [REDACTED]	25X1A

CONFIDENTIAL

TUESDAY, 22 May 1973

25X1A

0830-0900	Individual Student Presentation		
0915-1045	"The United States in a Changing World Economy"	<u>Edward Allen</u> Deputy Assistant Secretary of Commerce	
1045-1200	"Treasury's Role in the Intelligence Community"	<u>John Hart</u> Special Assistant to the Secretary of the Treasury for National Security	
	Lunch		
1300-1330	Individual Student Presentation		
1345-1515	"SALT Negotiations and Monitoring"	 Special Assistant to the DCI for SALT	25X1A
1530-1700	"Target: Soviet Bloc"	 Soviet Bloc Division	25X1A
	Dinner		
1900-2100	Evening Session (A-3 Day Room)	<u>William Colby</u> Deputy Director for Operations	

CONFIDENTIAL

WEDNESDAY, 23 May

25X1A	0820	Travel to [REDACTED]		
	0845-1015	"Developments in Agency Communications"	[REDACTED] Director, Office of Communications	25X1A
	1030-1115	"Staff Communications"	[REDACTED] Chief, Staff Communications Division	25X1A
	1130-1245	Special Programs Briefing	[REDACTED] Deputy Chief, Special Programs Division	25X1A
		Lunch		
	1330-1415	Communications Training	[REDACTED] Communications School Training Officer	25X1A
	1430-1600	Briefing and Tour of the Office of Communications Laboratory	[REDACTED] Chief, OC Laboratory	25X1A
	1610	ETD		

CONFIDENTIAL

THURSDAY, 24 May 1973

0800	Bus Departs Headquarters (West Parking, far end of Lane E-F)	
0900-1130	"The Imagery Analysis Service" (3 N 117 - [REDACTED] 25X1A	<u>George Allen</u> Director, Imagery Analysis Service
	Tour and Visit with Analysts	
1130	Lunch [REDACTED] Cafeteria) 25X1A	
1230	Bus to Headquarters (Green Team plans Review Session enroute)	
1315-1415	Review Session (1 A 07 Headquarters)	Green Team
1430-1530	"The Defense Intelligence Agency"	[REDACTED] 25X1A Assistant Deputy Director for Estimates, Defense Intelligence Agency
1545	Film: "The Secret Army" (IRA)	25X1A
1615-1700	"Terrorism in World Affairs"	[REDACTED]

CONFIDENTIAL

FRIDAY, 25 May 1973

0750	Assemble SW Entrance		
0800-0900	Bus travel to Fort Meade		
0900-1000	Overview of NSA Activities		25X1A
		Chief, Electronic Intelligence and Systems Management	
1000-1045	DEFSMAC-Defense Space and Missile Analysis Center - Briefing and Tour	Gordon Stark Assistant Director for Operations	
1045-1215	NSOC - National Sigint Operations Center - Briefing and Tour		25X1A
1215-1330	Lunch Executive Dining Room		
1330-1500	Panel Discussion		
	Question and Answer Period		
	Selected Analyst Visits (as time permits)		
1510	Bus departs for Headquarters		

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 29 May 1973
(Headquarters, Room 1 A 07)

0815-0930	"The Office of Management and Budget and CIA"	<u>James Taylor</u> Deputy Director for Planning, Programming and Budgeting
0945-1115	"The National Security Council System"	<u>Mrs. Jeanne Davis</u> Staff Secretary, National Security Council
1130-1300	"Recent Developments in and Outlook for Sino-American Relations"	<u>Richard Solomon</u> Senior Staff Member National Security Council
	Lunch	
1400-1700	"The Intelligence Community Staff"	<u>Lieutenant General Lewis Allen</u> Deputy to the DCI for the Intelligence Community
	Panel Discussion	Intelligence Community Staff Members

CONFIDENTIAL

WEDNESDAY, 30 May 1973

0745	Car pools assemble at far end of Lanes E-F, West Parking Lot		
0800	Depart Headquarters		
0900-1000	"Technical Services in Support of Operations"	 Chief, Technical Services Division	25X1A
1000-1130	Tours of Laboratories	TSD Staff	
	Buffet Lunch		
1230-1500	Tours Continued	TSD Staff	
1515	ETD		

THURSDAY, 31 May 1973

0815-0845	Review Session Planning	Orange Team	
0900-1030	"Putting the Energy Crisis in Perspective"	<u>James West</u> Staff Assistant to the Assistant Secretary for Mineral Resources, Department of the Interior	
1045-1145	Review Session	Orange Team	
	Lunch		
1300-1430	"INR's Role in the Intelligence Community"	<u>David E. Mark</u> Deputy Director, Bureau of Intelligence and Research, Department of State	
1445-1545	"New Approches to National Intelligence Estimating"	 Deputy Director of National Estimates	25X1A
1600-1700	Course Administration		

CONFIDENTIAL

FRIDAY, 1 June 1973

0900-0930	Review Session Planning	Red Team
0945-1145	To be announced	
	Lunch	
1245-1345	Review Session	Red Team
1345-1445	Overall Evaluation	
1500	Informal Remarks	To be announced
	Award of Certificates	Alfonso Rodriguez Director of Training

CONFIDENTIAL